

Conflict-I

Umakanta Nayak

Conflict Defined

- ▶ A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about
 - That point in an ongoing activity when an interaction “crosses over” to become an interparty conflict
- ▶ Encompasses a wide range of conflicts that people experience in organizations
 - Incompatibility of goals
 - Differences over interpretations of facts
 - Disagreements based on behavioral expectations

Transitions in Conflict Thought

- ▶ Traditional View of Conflict
 - The belief that all conflict is harmful and must be avoided
 - Prevalent view in the 1930s–1940s
- ▶ Conflict resulted from:
 - Poor communication
 - Lack of openness
 - Failure to respond to employee needs

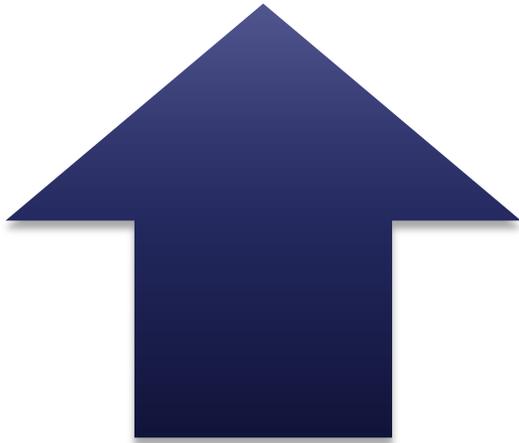


Continued Transitions in Conflict Thought

- ▶ Human Relations View of Conflict
 - The belief that conflict is a natural and inevitable outcome in any group
 - Prevalent from the late 1940s through mid-1970s
- ▶ Interactionist View of Conflict
 - The belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively
 - Current view

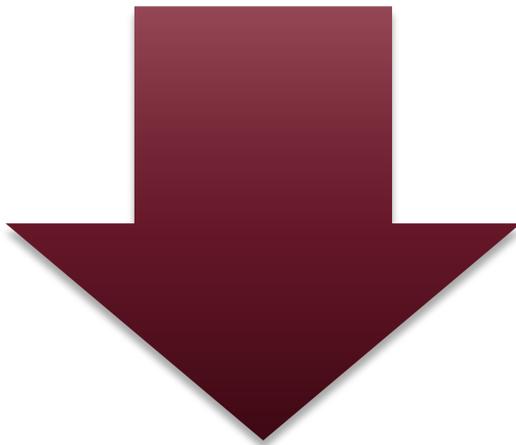


Forms of Interactionist Conflict



Functional Conflict

- Conflict that supports the goals of the group and improves its performance



Dysfunctional Conflict

- Conflict that hinders group performance

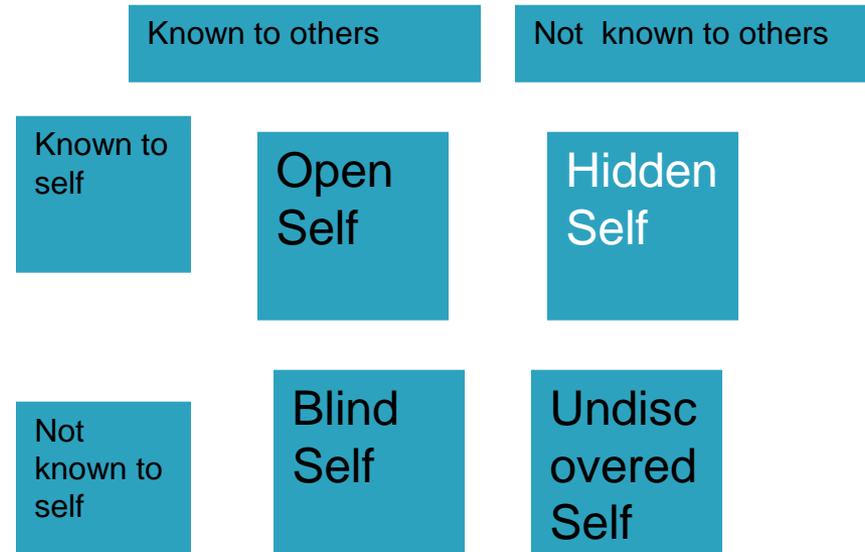
- ▶ It can occur at the intrapersonal, interpersonal, group or organizational level.

Intrapersonal

- Psycho-analytical theory (Id, Ego, Superego)
 - Goal (Approach- Approach, App- Avoidance, Avoid - Avoid)
 - Roles (intrarole, interrole)
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- ▶ Interpersonal
 - Personal Difference
 - Information deficiency
 - Role Incompatibility
 - Environmental stress

Johari Window- (Joseph Luft & Harry Ingham)



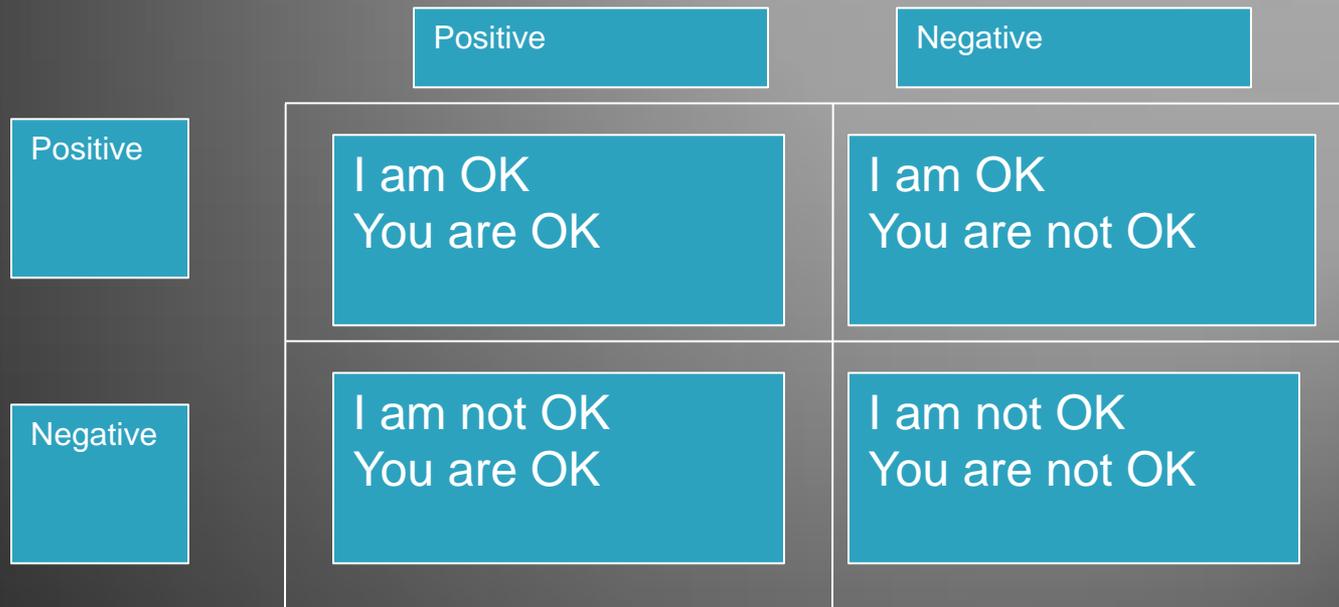
Transaction Analysis– Berne

Ego States

- ▶ The Parent Ego– authoritative, dogmatic, overprotective, controlling
- ▶ The adult Ego– mature, rational and objective
- ▶ Child ego– childish, dependent, immature, demanding

Social transaction: people interact from different ego state. It may lead to complementary or crossed transaction.

Life Positions



Group

- ▶ Intra-group conflict
- ▶ Inter-group conflict
 - Task interdependence (pooled, sequential, reciprocal)
 - Task ambiguity
 - Goal incompatibility
 - Competition for limited resources
 - Competitive reward system